

32ND PRODUCTIVITY AND QUALITY AWARDS

OCTOBER 10, 2018

INNOVATING *for* IMPACT



LOS ANGELES BOARD OF SUPERVISORS
CHIEF EXECUTIVE OFFICE
QUALITY AND PRODUCTIVITY COMMISSION



County of Los Angeles Quality and Productivity Commission



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Program

Welcome

Jackie Guevarra, *Executive Director,
Quality and Productivity Commission*
Jennifer Coultas, *Chair, Productivity Managers' Network*
Inna Sarac and Elisa Vasquez, *Co-Chairs,
Productivity and Quality Awards Program*

Master of Ceremonies

Suzie Suh, *News Anchor
CBS2/KCAL9 News*

Color Guard

Los Angeles County Sheriff's Department

Pledge of Allegiance

Joel Castellanos
*United States Navy Veteran
Department of Military and Veterans' Affairs*

National Anthem

Deputy Rocio Encinas
Los Angeles County Sheriff's Department

Invocation

Aziza Hasan, *Executive Director
NewGround: A Muslim Jewish Partnership For Change*

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Quality and Productivity Commission*

Sachi A. Hamai
Chief Executive Officer

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Supervisor Sheila Kuehl, *Chair
3rd District*

Supervisor Hilda L. Solis
1st District

Supervisor Mark Ridley-Thomas
2nd District

Supervisor Janice Hahn
4th District

Supervisor Kathryn Barger
5th District

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- **Lyfting Spirits: Saving Lives One Kitten At A Time, Animal Care and Control**..... 24

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- **Lean Six Sigma in 2017, Registrar-Recorder/County Clerk**..... 25

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- **Parks After Dark, Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services** 26

Customer Service Award Recognizes significant customer service improvement in access, care and/or response.

- **Addressing Food Insecurity in Adult Primary Care, Health Services (LAC+USC Medical Center, Primary Care Adult Clinics)** 27

Mega Million Dollar Award Generates the most cost savings, cost avoidance, and/or revenue.

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Message from the Chief Executive Officer

Sachi A. Hamai

The Productivity and Quality Awards mark a special moment for the Los Angeles County family. In a tradition that stretches back 32 years, we pause each year and recognize some of our workforce's most remarkable achievements—innovations that are making a real difference in the lives of the millions of residents we serve.

This year's theme is "*Innovating for Impact*," and I can't think of a better way to sum up the collective power of this year's projects. Our County's response to health and mental health issues is particularly impressive, with Top Ten projects ranging from *Exide's Exit: Unprecedented Community Empowerment to Home is Where Your Health Is* to a special collaboration between the Department of Mental Health and the District Attorney called *Creating Super First Responders*.

The innovations don't stop there. From *Parks After Dark* to *Fine Forgiveness for Youth* at the Library and even a *Virtual Autopsy Program* at the Department of Medical Examiner-Coroner, the broad range of the County's services is proudly represented.

The financial benefits are impressive, too! This year's winning projects are estimated to help the County avoid \$101 million in annual costs, generate \$32 million in savings, and bring in \$12 million in revenue. In addition to the fiscal achievements, these projects bring the County's strategic plan goals to life. They represent investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today.

The work being recognized also reflects creative thinking about Board priorities—from homelessness and health care to environmental health and programs that benefit children and families.

None of this would be possible without our employees' generous spirit of collaboration. These projects highlight an engaged County workforce that is going above and beyond to identify solutions that embody innovation and service excellence. Today's honorees are making a difference where it counts!

Congratulations to the project teams, and a big thank-you to all County departments, related agencies and employees for their commitment to service excellence and award-winning collaborations.



Message from the Executive Officer

Celia Zavala

Congratulations to my fellow Department Heads and their staff for creating a culture of excellence in customer service and providing innovative and effective business solutions. The County family prides itself on taking ownership of the customer experience and best work practices in an ever-changing environment!

Each of us works closely with the Board of Supervisors to address our County's largest challenges such as homelessness and poverty, mental health, child welfare, public safety and transportation.

This year's theme is "Innovating for Impact". From *Parks After Dark*, *Campus Kilpatrick*, *Homeless Task Force*, *The Great Read Away* and *Addressing Food Insecurity in Adult Primary Care*, these projects address the Board's top priorities. We celebrate the creativity and hard work that went into each of these projects. This is the County at its best!

The annual awards program is the ultimate showcase of County excellence. I would like to thank the Commission for their leadership and vision. I would also like to thank the various Executive Office sections – Fiscal Services, Graphics and Commission staff – who worked on planning and coordinating the awards program.



Message from the Chair of the Quality and Productivity Commission

J. Shawn Landres, Ph.D.

Welcome to the 32nd Annual Productivity and Quality Awards (PQA) luncheon! The Quality and Productivity Commission (Commission) is proud to co-sponsor the PQA luncheon in partnership with the Board of Supervisors and the Chief Executive Office. This year's theme is ***Innovating for Impact***, reflecting the creativity, dedication, and demonstrated effectiveness of the County workforce.

The Commission long has recognized that the cornerstone of any productivity improvement program is broad employee and management participation. The Commission works closely with the Productivity Managers' Network, comprised of representatives from each County Department, to promote productivity, innovation, and service excellence from the County workforce.

This year, we received 66 proposals from 26 County Departments and related agencies, representing an estimated annual benefit to the County of \$145 million. These projects are closely aligned with Board objectives and the Countywide Strategic Plan. Every project was carefully peer reviewed by members of the Productivity Managers' Network, as well as by Quality and Productivity Commissioners.

The Productivity and Quality Top Ten winners include the Fire Department's Automated Drug Delivery (ADD) system, which allows paramedics to resupply controlled drugs from the closest geographical machine using biometric fingerprint technology. Creating the nation's largest fire department-based ADD system involved passing new statewide legislation and reorganizing pharmacy services. The "LA Model" at Campus Kilpatrick is a Probation Department-led innovative juvenile justice residential program for youth. The collaboratively designed program applies a holistic small-group therapeutic approach that equips youth with the cognitive, social, and emotional tools they need to move from recidivism to resilience. Each of these projects—and many others—have involved stakeholders in program design from the very beginning.

Commission Special Awards honor noteworthy achievements in specific areas. For example, the 2018 Mega Million Dollar Award goes to Public Defender's Client Assessment Recommendation and Evaluation (CARE). Since 1999, CARE has linked clients to vital services addressing mental illness, trauma, substance abuse, and homelessness, reaching more than 25,000 clients and saving the County approximately \$10 million each year.

We thank Sachi Hamai, Chief Executive Officer, Celia Zavala, Executive Officer of the Board, Department Directors, and the Productivity Managers' Network for their commitment to the Commission's mission. We also thank all our generous sponsors for their support.

Today we celebrate innovation and impact—the best in government. Congratulations to all!

Jennifer Coultas



Chair, PMN

Elisa Vasquez



Co-Chair, PQA Program

Inna Sarac



Co-Chair, PQA Program

Message from the Productivity Managers' Network (PMN)

Congratulations to the members of the Los Angeles County Productivity Managers' Network for a stellar 2018! Your accomplishments as Productivity Managers are a testament to your leadership, dedication to serving Los Angeles County, and commitment to furthering your department's mission.

The PMN Executive Committee would like to thank you for the privilege of representing you. We are grateful for your participation in PMN activities and the support you provide throughout the year.

The Quality and Productivity Commission appreciates your ongoing efforts to promote quality and productivity within your department and throughout the County. The Commission values your contributions, which greatly enhance its programs. As a Departmental Productivity Manager, you are on the front lines of innovation, creativity and enhanced efficiency. Ultimately, your involvement plays a key role in improving the lives of County residents.

This year, 26 departments submitted 66 outstanding entries. These submissions clearly demonstrate that County employees continue to strive to provide efficient, effective, high quality public services to the public. The caliber of entries received this year made it difficult to narrow the field to select the Top 10, Commission Special Awards, and Special Merit Plaque Awards.

As we joyously celebrate quality service, we should be proud of our collective focus to improve the lives of the residents of Los Angeles County. With the leadership of Commissioners and support of Commission staff there is no other team that can match the success of the Productivity Managers' Network!

2018 Productivity Managers' Network Executive Committee

Jennifer Coultas, Chair

Stephanie Maxberry, Executive Advisor

Elizabeth Mendez, Executive Advisor

Catherine Mak, 1st Vice-Chair

Hsiao-Ching Chen, 2nd Vice-Chair

Shawn Phipps, Training and Education Co-Chair

Leticia Ximenez, Training and Education Co-Chair

Inna Sarac, Productivity and Quality Awards Program Co-Chair

Elisa Vasquez, Productivity and Quality Awards Program Co-Chair

Susan Linschoten, Chair, Productivity Investment Board Advisory Committee

2018 Quality and Productivity Managers' Network

Christine Belden
Katherine Takata *
Agricultural Commissioner/
Weights & Measures

Robert Meneses
Maria Cordero *
Alternate Public Defender

Dorthy Phillips
Animal Care and Control

Dara Smith
Elizabeth Hahn *
Assessor

Susan Linschoten
Dulce Maycumber
Lisa Canada *
Cindy Lee *
Auditor-Controller

Nicolette Taylor
Stefan Popescu *
Beaches & Harbors

Susan Huff
Lev Levon *
Board of Supervisors, Executive Office

Jose Chew
Erlinda Bernardo *
Chief Executive Office

Gregory Melendez
Chief Executive Office/
Chief Information Office

Jennifer Coultas
Child Support Services

Arman Depanian
Children and Family Services

Elisa Vasquez
Community Development Commission/
Housing Authority

Sabra Purifoy
Christian Olmos *
Consumer and Business Affairs

Jesus Castillo
Lisa Lopez *
County Counsel

Tracy Holcombe
District Attorney

Roxanne Benavides-Ortega
Heidi Oliva *
Fire Department

Lisa Finkelstein
Connie Salgado-Sanchez *
Health Services – Administration

Dr. Ellen Rothman
Health Services – Martin Luther King,
Jr. (MLK) Outpatient Center

Keisha Belmaster
Health Services – Harbor-UCLA
Medical Center

Laura Sarff
Health Services – LAC+USC
Medical Center

Deedra Williams
Health Services – ACN – Health System
(High Desert)

Joselin Escobar Duran
Health Services – Olive View-UCLA
Medical Center

Dr. Shawn Phipps
Health Services – Rancho Los Amigos
National Rehabilitation Center

Darolyn Jensen
Stanley Yen *
Human Resources

Diane Quarker
Celina Ortiz *
Sonia Fernandez *
Leticia Perez *
Internal Services

Samangi Mudalige
Yolanda De Ramus *
LA County Library

Ann Rowland
Los Angeles County Museum of Art

Mary Hearn
Sylvia White-Irby *
Los Angeles Superior Court

Inna Sarac
Medical Examiner-Coroner

Leticia Ximénez
Kumar Menon *
Mental Health

Rose Bueta
Military and Veterans' Affairs

Dawn McDivitt
Kiara Brown *
Museum of Natural History

Elizabeth Mendez
Monica Pollaccia *
Parks and Recreation

Rene Martinez
Probation Department

Gail Bristo
Jeff Gilliam *
Public Defender

Catherine Mak
Public Health

Maria Rivera
Elizabeth Herrera *
Public Social Services

Leslie Schenk
Victoria Frausto *
Public Works

Hsiao-Ching Chen
Regional Planning

Margaret Palacios
Alexander Ogunji *
Registrar-Recorder/County Clerk

Glen Joe
Sharon Johnson *
Sheriff's Department

Matthew Gonzalez
Treasurer and Tax Collector

Stephanie Maxberry
Kevin Anderson *
Workforce Development,
Aging and Community Services

BOARD OF SUPERVISORS PRODUCTIVITY MANAGERS

Tamela Omoto-Frias
Barbara Garcia *
1st Supervisorial District

Dorinne Jordan
2nd Supervisorial District

Torie Osborn
Nik Swiatek *
3rd Supervisorial District

Daritza Gonzalez
4th Supervisorial District

Alison Mendes
5th Supervisorial District

*Alternates



Master of Ceremonies

Suzie Suh
CBS2/KCAL9 News

Award winning broadcast journalist Suzie Suh first joined CBS2/KCAL9 News in 2005 as a reporter. She became the weekend anchor before being promoted to weekdays, making her the first Korean American anchor on an English-language primetime newscast in Los Angeles.

Suzie was born in Seoul, South Korea, grew up in Orange County, and went to school at UC San Diego. Go Tritons! (Yes Suzie was a cheerleader at UCSD... the one they would throw up in the air!)

Suzie married the love of her life three years ago and is the super happy and tired mother of a 2 year old and a 6 month old.

She enjoys teaching hip-hop and hula dancing.





Menu

First Course

Petite Kale and Swiss Chard Greek Salad, Feta Cheese, Tomato, Onion, Persian Cucumber, and Red Wine Vinaigrette

Entrée

Grilled Mahi Mahi with Charred Pineapple, Jasmine and Forbidden Rice Pilaf, and Lemongrass Scented Slaw

or

Roasted Cauliflower Steak Jubilee with Summer Pea Ragout, Baby Heirloom Tomato, Bloomsdale Spinach Emulsion, and Turnip Crisps

Dessert

Strawberry and Cream with Vanilla Mousse, Strawberry Coulis, and Red Velvet Cake Tuile

Fresh Brewed Coffee (regular and decaffeinated) and Paradise Iced Tea

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Commission Top Ten Award Winners

Top Ten Award Winner

ADD to Improve Pre-Hospital Patient Care **Fire Department**

On June 7, 2017, the Los Angeles County Fire Department (Department) implemented automatic drug delivery (ADD). Using biometric fingerprint technology, the ADD system allows paramedics to resupply controlled drugs from the closest geographical machine, ensuring the availability of these critical drugs for patient care. Twenty-four separate ADD machines are in operation, communicating with the Department's centralized pharmacy. This is the nation's largest fire department-based ADD system. Previously, controlled drugs were resupplied through the four County hospitals involving a laborious, paper based process. This process involved a minimum of five separate County employees over a period of multiple days to complete the replacement of a single vial of a controlled drug.

The ADD system has improved the efficiency, accountability and security of the controlled drug resupply process. This innovative approach ensures the Fire Department has the critical medications needed to positively impact patient care.



Top Ten Award Winner

Homeless Task Force: Home Is Where Your Health Is **Health Services (Harbor-UCLA Medical Center, Clinical Social Work Department)**

In response to the increase in homeless individuals living in and around the hospital campus and to the multiple Emergency Room (ER) visits and inpatient admissions, Harbor-UCLA Medical Center's Clinical Social Work Department formed the Homeless Task Force (HTF). The HTF is a specialized group of County staff and community partners, who work to identify, assess and link homeless patients to placement and other relevant community resources. The HTF has highly specialized knowledge of community resources relevant to the homeless population and works closely with Department of Health Services' existing Housing for Health program.

Since its inception, the impact of the HTF is evident. Patients feel their care is specialized to what they really needed. ER staff are pleased that they can utilize their skills for true medical emergencies and that they know how to get the patients the help they need. The hospital campus is revitalized and looks nice for existing patients, new patients, hospital staff and the surrounding community. During the first year of the task force's work, they secured placement for over 250 patients and saved Los Angeles County approximately \$5,682,332.



Top Ten Award Winner

The Great Read Away: Fine Forgiveness for Youth **LA County Library**

The Great Read Away is an LA County Library initiative that allows young cardholders ages 21 and under to reduce fines that have accrued on their accounts by spending time reading in the library. For every hour spent reading, \$5 in fines is removed from the customer's account. The program waives nearly all fee types, including overdue fees, lost and damaged material replacement fees, and library card replacement fees. Participants can read books or eBooks, graphic novels, comic books, magazines, newspapers, digital databases, or articles. A parent or caregiver can also read to a child and count this time toward fine removal.

While removing economic barriers, the program successfully encourages reading and increases access to information, which helps better the lives of youth, improving their employability and decreasing their chances of incarceration. Furthering the goal of getting youth from lower socio-economic communities back in the library, results look promising so far. As of April 30, 2018, 1.6 million reading minutes had been logged in 29,000 reading sessions, more than 7,000 accounts had been unblocked, and more than 10,000 cleared of all fines.



Top Ten Award Winner

Virtual Autopsy Program

Medical Examiner-Coroner with Third District

The Department of Medical Examiner-Coroner has utilized computed tomography (CT) studies to examine 2,300 deceased individuals in cases that are homicides, children 5-years-of-age and younger, deaths in custody, deaths due to blunt trauma, and cases where there is a religious objection to autopsy. The project was initiated in September 2016 through the generous donation of the Third Supervisorial District and the support of religious communities. The purpose of the project was to improve accuracy of diagnoses, improve turnaround time by the conduct of virtual autopsy, and minimize the operational cost for the County of Los Angeles.

The integration of CT scanners into autopsy settings represents the future of forensic pathology in the United States, not only for improving the quality of death investigations, but also for optimizing the efficient use of the pathologist services. The Department improved the turnaround time for cases where individuals die in traffic accidents (completing a case in one day rather than two days). The estimated savings cost for the County since September 2016 is at least \$3,450,000 and it is expected to reduce the cost by at least 50% in the future. The Department has improved the diagnostic accuracy in cervical spine and pelvic injuries and substantially increased the diagnostic accuracy in cases where there is a religious objection to autopsy.



Top Ten Award Winner

Creating Super First Responders **Mental Health with District Attorney**

A mental health crisis begins in the field and can either escalate or de-escalate based on the management of the crisis by first responders. Those in law enforcement perceive a paradigm shift in which they have become **gatekeepers** to mental health services. This shift in the role of first responders, particularly those working in law enforcement when dealing with a person suffering from a mental health crisis, has ultimately led to several tragedies in which a person with a mental illness died because law enforcement did not have the skills to manage the incident. This has brought into question the breadth and type of training law enforcement officers receive, both in the academy and post academy.

In recent months, it is estimated that more than one million people with schizophrenia and manic-depressive illness are not being treated on any given day. These individuals are more likely to experience homelessness, suicide, incarcerations, victimization, and violence. Providing frontline law enforcement with the practical tools needed to assess and de-escalate, intervene, and manage these crisis driven incidents will lead to better outcomes for the person in crisis and the community they live in.



Top Ten Award Winner

Parks After Dark

Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services

The Parks After Dark (PAD) program was created as the prevention component of Los Angeles County's Gang Violence Reduction Initiative and was launched in 2010 at three County parks. Since then, PAD has successfully expanded to 33 parks and has evolved into a key prevention and intervention strategy that effectively utilizes cross-sector collaborations with numerous government and community-based organizations to promote safety, health, social cohesion, and equity in disadvantaged communities. PAD offers extended hours of park operation (when schools are closed) and provides youth and their families access to free, high-quality programming, including recreational activities, educational workshops, entertainment programming, resource fairs, volunteer and youth employment opportunities, family games, free meals, and much more. A 2017 evaluation conducted by the University of California, Los Angeles (UCLA) showed that PAD decreases community violence, and increases physical activity rates, social cohesion, community well-being, collaboration among stakeholders, and access to recreational programming and innovative services. A co-benefit of these service enhancements has been a reduction of health expenditures and crimes in communities served.



Top Ten Award Winner

Campus Kilpatrick And The LA Model **Probation with Public Works, Health Services, Mental Health,** **and Los Angeles County Office of Education**

The Los Angeles County Probation Department has established the L.A. Model, an innovative juvenile justice residential program for youth at Campus Kilpatrick, that embraces the core tenets of safety, empowerment, and engagement to promote youth development and rehabilitation. This program dynamically shifts the paradigm for youth in residential treatment to a more holistic, therapeutic approach, thus creating an environment that supports healthy engagement between staff and youth. The L.A. Model facilitates positive relationships with youth and creates a more home-like setting to promote the development of personal goals, enhance interpersonal skills, and emphasize peer and staff support. Through the opportunity provided by California State funding under the Juvenile Justice Realignment Bill (SB 81), County and community partners embarked on a truly collaborative endeavor to design the new Probation camp facility. This partnership includes the Children's Defense Fund, the National Council on Crime and Delinquency, local governmental and community stakeholders, youth and families, all committed to engage in long-term system transformation, making the L.A. Model the new standard for juvenile justice in Los Angeles County.



Top Ten Award Winner

Exide's Exit: Unprecedented Community Empowerment

Public Health with First District, Health Services, and Mental Health

In 2015, the Department of Public Health (DPH) in tandem with the First District, partnered with community leaders and federal prosecutors to permanently close the Exide Battery facility. Despite the closure, past toxic emissions have placed the communities at risk for cancers, lead poisoning, respiratory illness, and learning disabilities. DPH and the First District continue to address current and future health needs while urging State agencies to effectively remove the toxins from the homes. The ongoing remediation efforts span seven neighborhoods, representing the State's largest cleanup of toxic contamination to date, and resulted in AB 118 and 2189 calling for an aggregate \$188 million for cleanups.

DPH is educating residents with multi-lingual information, resources and clinical and wellness services crucial in addressing long-term health impacts. This is a profound example of DPH's work with the Health Agency departments of Mental Health and Health Services to empower a predominantly Latino community and provide primary care, blood lead testing, and mental health services. This is a model to empower and to improve health outcomes for one of the most pollution burdened and economically disadvantaged neighborhoods in the County.



Top Ten Award Winner

Hepatitis A Outbreak Response

Public Health with Health Services, Sheriff, Fire, and Human Resources

In March 2017, a Hepatitis A outbreak was declared in San Diego County, followed by an outbreak in Santa Cruz County. The Department of Public Health (DPH) quickly sprang into action given its proximity to San Diego County and the potential for a large-scale outbreak affecting the County's most vulnerable populations, specifically the homeless and persons who use illicit drugs. Because of the County's large homeless population and that Hepatitis A can spread rapidly in the absence of symptoms, it was imperative that DPH implement preventive actions beforehand to prevent or limit the impact of an outbreak.

Once a local outbreak was declared in September 2017, DPH quickly implemented a multi-pronged, multi-sectoral response with various partners, including surveillance and rapid vaccination of contacts, stakeholder engagement, an aggressive plan to vaccinate high-risk persons, improving sanitation conditions in homeless encampments and other locations, and the development of internal and external policies. As a result, the number of County Hepatitis A cases was much lower than in other jurisdictions. Only one person has been diagnosed since October 2017. DPH's efforts not only saved significant dollars, but also potentially averted at least 25 deaths.



Top Ten Award Winner

Property Evidence and Laboratory Management System Sheriff's Department

In 2014, the Los Angeles County Sheriff's Department (LASD) implemented the Property Evidence and Laboratory Information Management Systems (PRELIMS), a web-based, Countywide electronic property/evidence management system. PRELIMS is the first project in the 168-year history of LASD to incorporate the management of property/evidence via barcodes in one electronic system. It replaced hand ledgers and several disparate systems, enforced standardization, eliminated redundant data entry and provided access to critical information instantly for more than 7,000 users.

Annually, PRELIMS facilitates access to cases and tracks chain of custody for over 400,000 items and 15,000 forensic laboratory requests, together comprising over one million transactions. The system provides tools to manage backlogs, monitor compliance, and evaluate analysis turnaround times. PRELIMS enforces accountability for evidence management and streamlines the disposal of 110,000 evidence/property items annually. PRELIMS saves investigators and property custodians an estimated 90,000 hours per year or \$6.5 million in salary savings.





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Commission Special Award Winners

Special Award Winner
Changemaker Award

Lyfting Spirits: Saving Lives One Kitten At A Time

Animal Care and Control

Each year, over 10,000 kittens enter the Department of Animal Care and Control's (DACC) system. Usually, it is good samaritans that find and bring them to an Animal Care Center for care. Unfortunately, many of these kittens are too young to be adopted and require round-the-clock care that is beyond DACC's resources. Sadly, because of their fragile state and need for specialized care, most must be euthanized to prevent suffering from starvation or disease. This has a devastating effect on staff and volunteers at the care centers. The Department recognized the need to change this outcome but lacked the funding.

Thankfully, in collaboration with the American Society for the Prevention of Cruelty to Animals (ASPCA), the innovative Pee Wee Kitten Program launched at the Baldwin Park Animal Care Center. In just 12 months, over 1,400 kittens have been saved at no cost to the County through this unique and collaborative partnership between DACC, the ASPCA and Lyft Rideshare Services, which transports kittens and supplies directly to foster homes.



Special Award Winner *Commissioners' Legacy Award*

Lean Six Sigma in 2017 **Registrar-Recorder/County Clerk**

The innovations of Lean Six Sigma (LSS) in 2017 at the Registrar-Recorder/County Clerk (RRCC) has notably shifted the culture of the Department to continuous process improvement through self-assessment in 2017. By identifying the needs from their specific customers and stakeholders, the RRCC has created the road map for a work environment that improves process understanding, increases service delivery speed, reduces operational costs, and develops solutions to the root cause of institutional issues based on data.

The Department has benefitted greatly by developing and committing to a customized LSS structure for each of its four bureaus. The Recorder and Election Bureaus continuously look for ways to improve the delivery of services to the public, and the Administration Bureau finds ways to efficiently meet business requirements to maintain the Department's good standing. The Information Technology Bureau works throughout the Department to serve staff so that they can support their public customers more effectively.



Special Award Winner
County Image Enhancement Award

Parks After Dark

Parks and Recreation with Mental Health, Public Health, Children and Family Services, Probation, Sheriff, and Workforce Development, Aging and Community Services

The Parks After Dark (PAD) program was created as the prevention component of Los Angeles County's Gang Violence Reduction Initiative and was launched in 2010 at three County parks. Since then, PAD has successfully expanded to 33 parks and has evolved into a key prevention and intervention strategy that effectively utilizes cross-sector collaborations with numerous government and community-based organizations to promote safety, health, social cohesion, and equity in disadvantaged communities. PAD offers extended hours of park operation (when schools are closed) and provides youth and their families access to free, high-quality programming, including recreational activities, educational workshops, entertainment programming, resource fairs, volunteer and youth employment opportunities, family games, free meals, and much more. A 2017 evaluation conducted by the University of California, Los Angeles (UCLA) showed that PAD decreases community violence, and increases physical activity rates, social cohesion, community well-being, collaboration among stakeholders, and access to recreational programming and innovative services. A co-benefit of these service enhancements has been a reduction of health expenditures and crimes in communities served.



Special Award Winner *Customer Service Award*

Addressing Food Insecurity in Adult Primary Care **Health Services (LAC+USC Medical Center, Primary Care Adult Clinics)**

According to Public Health data, over one-third of Los Angeles County residents meet criteria for food insecurity. The Los Angeles County (LAC) + USC Medical Center Primary Care Adult Clinics, who have over 40,000 unique empaneled patients, have partnered with the Department of Social Work and the Department of Public Social Services (DPSS) to address food insecurity in the primary care clinic. As part of a universal screening program to address social determinants of health in primary care patients, a DPSS eligibility worker was brought into the primary care clinic team. They have also partnered with community organizations, including The Wellness Center at LAC+USC, to connect patients who don't qualify for governmental programs to community resources. Thus far, 15% of patients who have screened positive for food insecurity have been successfully enrolled in CalFresh in their clinic and are already receiving benefits. An additional 17% are pending eligibility screening and appointments with the DPSS worker in the clinic. The remaining patients have been referred to The Wellness Center at LAC+USC and food banks in their neighborhoods. Given that Medi-Cal eligibility overlaps with CalFresh eligibility for about one-third of patients, bringing DPSS into primary care clinics brings important services to eligible Los Angeles County residents where they already seek care.



Special Award Winner *Mega Million Dollar Award*

Client Assessment Recommendation and Evaluation

Public Defender with Mental Health, Probation, and Los Angeles County Office of Education

For two decades, the Juvenile Division of the Los Angeles County Public Defender's Office has been a national leader in providing award-winning, holistic legal advocacy and intervention for at-risk youth in the juvenile justice system through its Client Assessment Recommendation and Evaluation (CARE) Project. Through CARE, deputy public defenders refer clients to in-house clinical social workers and resource attorneys who specialize in mental health, developmental disability, and educational advocacy. The Department in turn, assess clients and collaborate with key justice system stakeholders to provide critical linkages to treatment and services in areas that included mental illness, trauma, substance abuse, developmental disability, homelessness, and commercial sexual exploitation. In practice, CARE addresses the needs of the 'whole child', many of whom enter the juvenile justice system with serious, longstanding and often unaddressed educational and psychosocial deficits that significantly contribute to their delinquent behavior. The CARE Project provides an innovative and cost-effective approach to legal services.



Special Award Winner *Outstanding Teamwork Award*

Reporting that Count\$ - “Faster, Cheaper, Better” **Auditor-Controller with First District, Second District, Third District, Fourth District, Fifth District, Children and Family Services, Workforce Development, Aging and Community Services, and Health Services**


The Auditor-Controller (A-C), in collaboration with the Board of Supervisors (Board), Audit Committee Deputies, and client departments, completely redesigned and reengineered the format and function of audit, compliance, and investigative reports to make them substantially clearer, more concise, and more effective. The A-C’s prior reports were long, wordy, and contained no clear indication of which reports and which recommendations were more significant and required immediate attention. The report redesign addressed these issues by adding priority rankings to focus readers’ attention on the most critical findings, a report cover page that clearly presents the priority rankings, and a one-page summary fact sheet that serves as a briefing document. Additionally, audit results are now presented in a table instead of a multiple page narrative, thereby facilitating ease of Board and other client use, and substantially reducing auditor time and the associated costs needed to write and edit a lengthy report. The A-C’s innovations were promoted as “Best Practices” in a recent Institute of Internal Auditors webinar presented by the Audit Committee Chair and the Assistant Auditor-Controller to over 700 participants nationwide.



Special Award Winner Performance Measurement Award


Tracking Data to Promote Organizational Excellence Children and Family Services with Auditor-Controller and Internal Services

As a result of a collaborative effort with the County of Los Angeles Auditor-Controller's Office of County Investigations, Internal Services Department and the Department of Children and Family Services (DCFS) Business Information Systems Division, DCFS' Risk Management Division's Internal Affairs (IA) Section developed the DCFS Investigation Tracking Management System (DITMS). DITMS is a web-based, user-friendly, automated, centralized information management system that has helped streamline IA Section's employee misconduct investigations, child fatality/near fatality reviews, and litigation analysis processes. Implementation of DITMS has eliminated the manual process of workforce management, case management and recordkeeping for all case types referred to IA. Furthermore, it allows staff and managers to track and enforce a standardized workflow for each investigation through the use of due dates for investigative milestones. This empowers investigators to increase productivity and meet the County's 90-day performance guideline, thereby decreasing backlog, with the main goal of reaching a 1:1 ratio of cases closed versus cases received.




County of Los Angeles
Department of Children and Family Services
Backlog Report
Report Generated Date: August 21, 2018

[PDF View](#) [Excel View](#)



Status: ALL

DueRange	Litigation	CICF	Region	Misconducts	Percentage of Backlog Cases	Priority Levels For Backlog					Total
						1	2	3	4	5	
1. Cases Future Due	0	1	6	51	56%	6	0	11	24	14	58
2. Cases under 3 months	0	0	2	24	26%	1	0	3	18	4	26
3. Cases over 3 to 6 months	0	0	0	4	4%	0	1	1	0	2	4
4. Cases over 6 to 9 months	0	0	1	3	4%	2	0	2	0	0	4
5. Cases over 9 to 12 months	0	0	0	4	4%	1	0	1	0	2	4
6. Cases over 12 months	0	0	0	4	4%	0	1	1	1	1	4
Total	0	1	9	90	100%	10	2	19	43	23	100



DCFS Investigations

Login

User Name:

Password:

[Login](#)

Welcome to DCFS's Investigation Tracking Management System

Password and Account Help

If you need to change your password or unlock your account please use [DCFS Self Service site](#).

Learn More About DCFS ITMS

An [online guide](#) to the Investigation Tracking Management System is available that highlights the major features of the system and how the user process works.

What's New

We're frequently making improvements to the system. [See what's new and changes.](#)

County of Los Angeles Department of Children and Family Services

DCFS Investigations

EM-2018-9993
Person ABCD

[Summary](#)
[Narrative](#)
[Interviews](#)
[Documents](#)
[Milestones](#)
[Closure](#)

Case Information

Extended: ☐

Linked Cases: ☐

Triage Review: ☐

Assignment: ☐

Subjects

Witnesses: ☐

Summary

Status: Investigation

TaskID: Investigation Active

Investigator: Nancy Sata-Silva

Date Reported: 12/15/2017

Assigned to DCFS: 12/14/2017

Referral Source: Web

Case Type: Administrative

Dept Bearing Loss: CH

Referral Name: Person ABCD

Milestones

Triage & Assignment (4 of 4) Expand All | Collapse All

☒ Set Priority Completed 12/29/2017

☒ Desk Duty Triage Completed 12/15/2017 by Lucy Hernandez

☒ Triage Completed 12/15/2017 by Lucy Hernandez

☒ Assign Completed 12/29/2017 by Elizabeth Howard

Review & Research (0 of 6) Due 1/31/2018

Case Review

Detailed Investigative Plan Developed

Identify Policies & Findings

Determine Subjects & Witnesses

Develop Interview Questions

Schedule Interviews

Interviews & Findings (0 of 3) Due 2/22/2018

Conduct Interviews

Assess Interviews

Finalize Findings

Report & Approval (0 of 2) Due 3/15/2018

Draft Report Due to Supervisor

Report Submitted to Manager

Letters & Final Report (0 of 1) Due 4/27/2018

Letters of Outcome Sent

Case Close (0 of 1) Due 4/27/2018

Case Closed

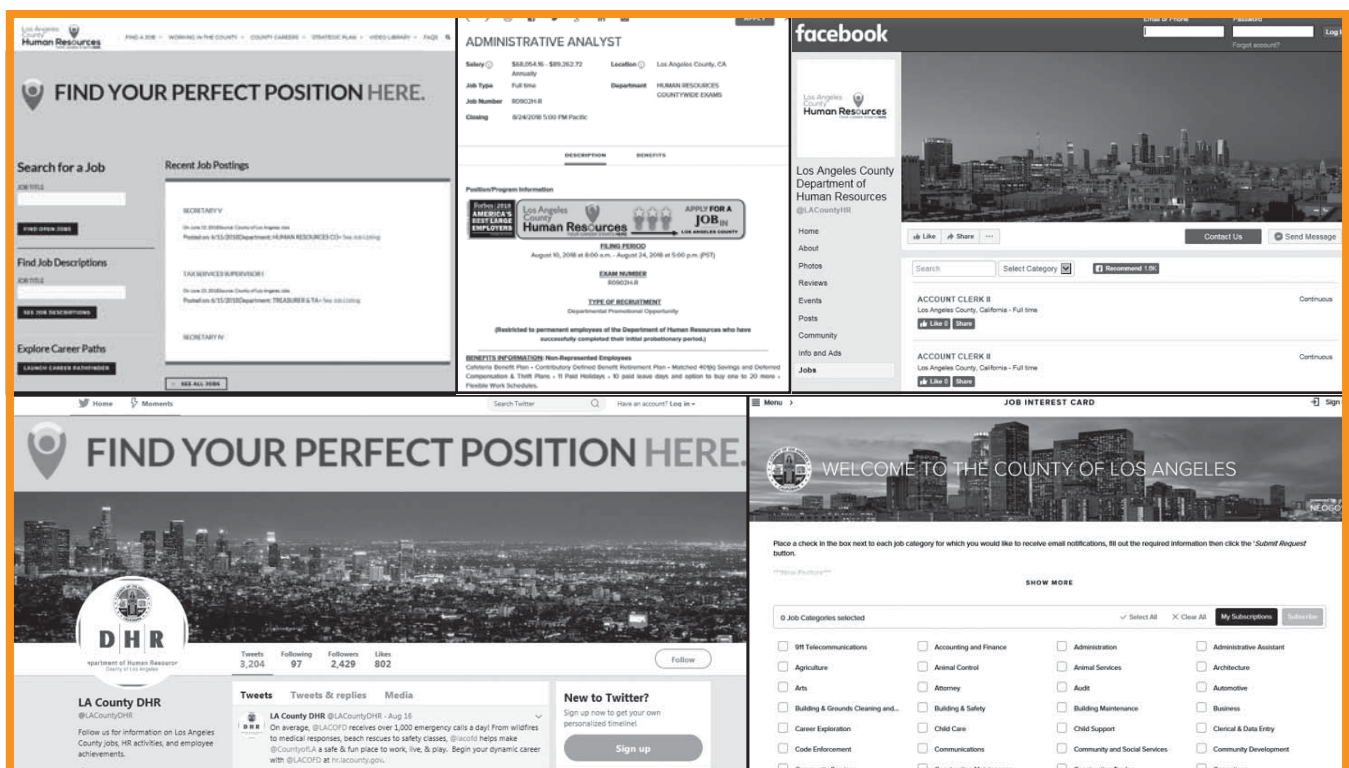
Logged in as Ye Ying Lee | Profile | Logout | Help

County of Los Angeles Department of Children and Family Services

Special Award Winner Process Improvement Award

NEOGOV Implementation Human Resources

In May 2015, Los Angeles County implemented a web-based application tracking system known as NEOGOV. NEOGOV is a fully integrated applicant tracking system that automates the entire hiring and selection process from job announcement to hiring. The system automates the recruitment and selection process which provides the following, but is not limited to allowing online application submission and self-scheduling, online application tracking and examination administration, as well as, list management. It eliminates paper applications and navigation of multiple systems, and applies consistent workflows and processes throughout the 36 County departments. Therefore, providing online solutions for users, internal and external (applicants). Since 2015, Los Angeles County continues to develop enhancements to meet the needs of the County, which includes the latest implementation of the list management module in April 2017. The objective is to refine the recruitment and selection process and incorporate all workflows into one system to reduce redundancies, enhance efficiency, and promote Los Angeles County as the employer of choice.





INNOVATING *for* IMPACT

**Special Merit
Commission Plaque
Award Winners**

**Traditional
Commission Plaque
Award Winners**

**Commission
Certificates of Recognition
Award Winners**

Special Merit Plaque Winners

*(Recognizes meritorious accomplishment of special projects or programs
that successfully fulfill departmental and County objectives)*

Coordinated Entry System for Youth

Chief Executive Office with Los Angeles Homeless Services Authority

Los Angeles County DATACENTER1 Project (DC1)

Internal Services

Expanded Hours at LA County Library

LA County Library

Expungement Clinic

Public Social Services with Public Defender

LEADER Replacement System (LRS)

Public Social Services with Auditor-Controller, Children and Family Services,
Chief Executive Office, Internal Services, and County Counsel

Elder Abuse Reporting, Only A Click Away

Workforce Development, Aging and Community Services
(Adult Protective Services Program and Planning Division)

Traditional Plaque Winners

(Recognizes commendable achievements in public service)

Extradition Services Program to Staff Bail Court

District Attorney

Obstetrics and Gynecology AFTERCare Program

Health Services (OB/GYN Aftercare Program Department)

From Weekly Review To A Lifetime of Quality

Los Angeles County Employees Retirement Association (LACERA)

Promoting Healthy Communities for Older Adults

Mental Health with Community Development Commission/Housing Authority

P&R Magazine

Parks and Recreation

Juvenile Day Reporting Centers (JDRC)

Probation with Mental Health

Transforming SUD Care, Transforming Lives

Public Health

DPSS “Help the Homeless” Volunteer Project

Public Social Services

Young Men of Color

Public Social Services

Hydro Turbine at M-7W Pressure Reduction Station

Public Works (Waterworks District) with Internal Services

Automated Booking System

Sheriff’s Department

Judicial BenchView

Superior Court

Justice Partner Portal (JPP)

Superior Court

Web Portal for Interpreter Requests (WPIR)

Superior Court

Certificates of Recognition

(Recognizes projects deserving honorable mention)

LACO Vendor Direct Deposit Registration Portal

Auditor-Controller with Internal Services

eCERT to Recert

Fire Department

A “Dose” of Patient Safety Every Day

Health Services

Reduce Psych ER Patient to Staff Assaults

Health Services (Department of Emergency Services, Psychiatric Emergency Room)

Reprocessing SUDs Makes the Old New Again

Health Services (Harbor UCLA-Medical Center, Department of Perioperative Services)

Prime Medication Reconciliation Initiative

Health Services (LAC+USC Medical Center)

My Health Folder: Preparing for Surgery at LAC+USC

Health Services (LAC+USC Medical Center, Anesthesiology/Surgery)

Physicians and Pharmacists Team Up To Improve Care

Health Services (LAC+USC Primary Care)

Primary Care Staff Wellness and Vitality

Health Services (LAC+USC Primary Care)

Surgical Navigation Access Program

Health Services (Managed Care Services)

An Integrated Approach to Serving Vulnerable Youth

Health Services (Medical Administration)

Health Administration Leadership @ Olive View

Health Services (Medical Administration)

Improving Exclusive Breast Milk Feeding Rates

Health Services (Olive View-UCLA Medical Center)

Implementing a Perioperative Surgical Home

Health Services (Olive-View UCLA Medical Center, Department of Anesthesiology)

Certificates of Recognition

(continued)

Nurse Practitioner Fast Track Program in the ED

Health Services (Olive View-UCLA Medical Center, Department of Emergency Medicine)

Improve Lab Workflow for Patient Discharge

Health Services (Pathology)

eAppeals Solution

Human Resources

Opening a Time Capsule – Historical Park Photos

Parks and Recreation with LA County Library

Mosquito-Borne Disease Public Health Response

Public Health with Agricultural Commissioner/Weights and Measures

Cashier Issuance Tracking System

Public Social Services

Electronic Personnel Request System (ePRS)

Public Social Services

Facility Service Request System

Public Social Services

IHSS Helpline Center

Public Social Services

Online General Relief Application

Public Social Services

Reasonable Modification Request Application

Public Social Services

Service Management System

Public Social Services

ChatBot

Registrar-Recorder/County Clerk

LAVitals Online Portal

Registrar-Recorder/County Clerk

Troubleshooter Tracking System

Registrar-Recorder/County Clerk

Commission Chair Leadership Award

Recipients

(past five years)

Steven J. Golightly

Child Support Services - 2017

Kurt E. Floren

Agricultural Commissioner/Weights and Measures - 2016

Sheryl L. Spiller

Public Social Services - 2015

William T Fujioka

Chief Executive Office - 2014

Dean C. Logan

Registrar-Recorder/County Clerk - 2013

Productivity Manager-of-the-Year Award

Recipients

(past five years)

Hsiao-Ching Chen

Regional Planning - 2017

Elisa Vasquez

Community Development Commission/Housing Authority - 2016

Jennifer Coultas

Child Support Services - 2015

Catherine Mak

Public Health - 2014

Kirk Shelton

Consumer Affairs - 2013

PQA Committee

Commissioner Evelyn Gutierrez, Chair

Commissioner Jeffrey Penichet, Vice Chair

Commissioner Rod Gibson

Commissioner Blaine Meek

Productivity Managers' Network

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Inna Sarac, PQA Co-Chair

Elisa Vasquez, PQA Co-Chair

Staff Support

Jackie Guevarra, Executive Director

Laura Perez, Program Manager

Tammy Johnson, Program Support

Thank You!

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Acknowledgements

BOS Accounting Services

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BOS Photography

Los Angeles County Sheriff's Department

Department of Military and Veterans' Affairs

THANK YOU

COUNTY OF LOS ANGELES QUALITY
AND PRODUCTIVITY COMMISSION

Congratulations to this year's award recipients! Thank you for your dedication to serving and strengthening our local communities. On behalf of the First District, I am proud to support the 32nd Annual Productivity and Quality Awards Program "Innovating for Impact."



Sign up for my
newsletter at:

www.HildaLSolis.org

Follow me:

  @HildaSolis

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Walter Bremond, in 1968, using personal funds, births an organizational concept that came out of the Black Congress which lived on in the Brotherhood Crusade.



Walter Bremond's vision begins to take shape with Danny J. Bakewell, Sr. joining forces to design a viable charitable institution to aid the Black community.



Danny J. Bakewell, Sr. builds the institution and leads the Brotherhood Crusade for 35 years, taking up the mantle of Social Justice.



Charisse Bremond Weaver, daughter of founder Walter Bremond, for the last 13 years has continued to preserve and grow the legacy of Brotherhood Crusade into its' 50th year.

Our History Starts With You.

Today we can celebrate 50 years of serving our community thanks to your support and commitment.



The Brotherhood Crusade salutes the Los Angeles County Quality and Productivity Commission on its 32nd Annual Productivity and Quality Awards Program "Innovating For Impact"

Our History Started With You
Our Future Continues With You



Instagram: bhcrusade /



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www.brotherhoodcrusade.org

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Channel 43

Verizon FiOS

*in Hermosa Beach, Manhattan Beach,
Redondo Beach – Channel 45*

Celebrating the Impact of Innovative Programs



On behalf of the Quality and Productivity Commission's Productivity and Quality Awards Committee, I wish to congratulate this year's award winning departments for their innovative and impactful programs.

Today's honorees showcase a diverse range of County services addressing the innovative use of technology, the enhancement of community engagement and the effective use of social media related to public health and recreational services in underserved communities.

Congratulations to our amazing Productivity Managers and dedicated Program Managers who daily enhance the quality of life for over ten million residents in Los Angeles County.

Commissioner Evelyn Gutierrez
QPC, PQA Chair

The Retired Employees of Los Angeles County (RELAC) Extend their Congratulations



RELAC and our Board of Directors are proud to join the County Board of Supervisors and Quality and Productivity Commission in honoring the 2018 Productivity and Quality Awards winning departments. We salute this year's innovative award winning programs and their beneficial impact on our communities. We are pleased to be one of this year's luncheon sponsors.

RELAC's primary mission is to ensure that the pensions and health care benefits for County retirees are protected. RELAC members remain informed, engaged and connected to the Los Angeles County family through our website www.relac.org, newsletter, Facebook and membership meetings.

Dave Muir, President
RELAC Board of Directors



SEIU Local 721
is a proud supporter of the
LA County Quality & Productivity Commission.
Thank you for all that you do to
uplift working families and our community.



DEDICATED TO RELIABLE QUALITY PUBLIC SERVICES

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